

Skills for a Low Carbon Economy: **what next?**

**Anticipating and managing the effects of
greening of industries in the EU:
Skills development in the overall context
of job quality**

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- Introduction to the study
- Examples of anticipation of greening effects
- Examples of management of greening effects
- Link between green change and cultural change
- Role of public authorities
- Implications for further research

Introduction to the study

- Eurofound study “Growth and employment: anticipating and managing the effects of greening of industries in the EU”
- To be launched on 2nd quarter of 2012
- Focus on:
 - EU27 + Norway
 - Climate change mitigation (causes) and not adaptation (consequences)
 - Job quality: not only on skills development, but also career and employment security, health and work-life balance
 - Case studies (42 so far incl. 12 on SMEs) in 10 target sectors
 - Direct effects on jobs (effects on supply chains not analysed)

Examples of anticipation of greening effects

- **Mostly autonomous and mostly for skills development**
- **Usually short-term (up to few years) and based on estimated business development trends**
- **Other approaches include:**
 - Specific strategies (e.g. focusing on skills which are the most difficult to replace and have the largest strategic influence)
 - Active role of separate departments (e.g. product development)
 - Cooperation with associations (esp. SMEs), universities, trade unions
 - Organic development based on reciprocity and flexibility

Autonomous management of greening effects: Examples in skills development

- **Majority of analysed companies managed skills**
- **Most widespread:** internal (esp. on-the-job) training, selective and specific for senior and environmental staff; general for non-technical and blue-collar staff; introductory for new employees; based on education plans
- **Less widespread:** training abroad, information sessions, guidelines/ info packs, training leave
- **Unconventional approaches:** own universities, skills matrixes, IT solutions (e.g. telematic monitoring systems)

Collaborative management of greening effects: Examples in skills development

- **Majority of those who managed also cooperated with partners**
- **Partners include:** vocational schools, universities, employment agencies, private education providers, suppliers, business partners, consultants, trade unions, associations and networks
- **If possible SMEs rely on external resources; those in newer EU MS seek specific skills (e.g. in renewables) abroad**
- **Unconventional approaches:** summer internships for children of workers, separate climate change research units in universities, joint plans to secure the career path with public authorities, Knowledge Transfer Partnerships

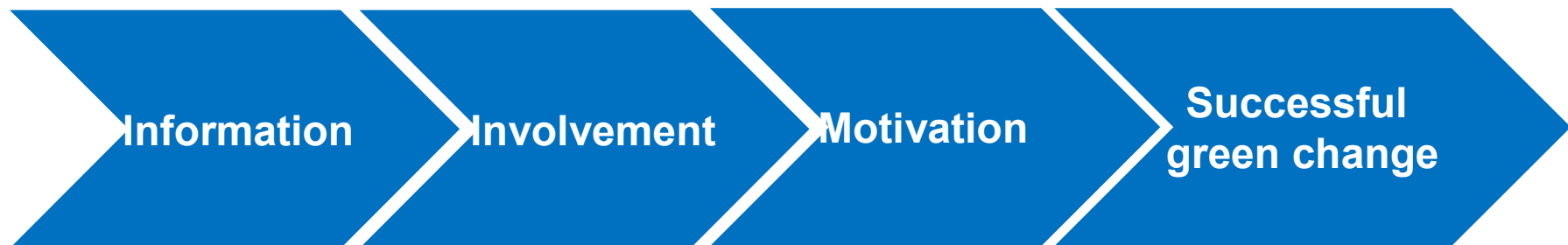


Management of greening effects: Examples in other job quality dimensions

- **Half managed effects on career and employment security, quarter – on health, only several – on work-life balance**
- **Career and employment security:** saving jobs, information and consultation, involvement of employees, adapting remuneration, ensuring equal opportunities
- **Health and well-being:** addressing disability, insurance, physical/psychological risks, work organisation & environment
- **Work-life balance:** commutation, culture, social infrastructure
- **Very few collaborative approaches, mostly with:** trade-unions, subcontractors, secondary schools, housing providers and kindergartens, general public

Link between green change and cultural change (I)

- Successful transition to a low carbon business is conditional upon overall development of staff
- Importance of awareness and acceptance of green change amongst employees
- Communication as a two-way process involving employees in anticipating and managing change



Link between green change and cultural change (II)

- **Favourable greening culture through “hearts and minds” of employees:**
 - Green change as imperative and not optional agenda
 - Shared vision and philosophy towards green change
 - Greening embedded in business operations from strategic to operational level by performance targets, incentives, competition
 - Green workplace representative with time-off to train and act
 - Additional efforts to engage blue-collar staff
 - A survey of staff on greening



Role of public authorities

- Clear, consistent and uniform **regulatory framework**
- Well-balanced, targeted and flexible **financial support** (e.g. use of UMF in the UK to stimulate environmental behavioural change at work; more active use of ESF)
- Additional '**accompanying**' measures:
 - Raising awareness
 - Providing guidance
 - Facilitating networks of SMEs
 - Adapting education and training policy and coordinating it with other public policies

Implications for further research

- **Difficulty in disentangling greening effects, unclear cause-effect relationships, differences across sectors, occupations and regions – need for detailed research at (sub)sector level**
- **Noticeable effects of economic crisis on employers' perception – would future research deliver more optimistic findings?**
- **Further research could also focus on:**
 - Innovative approaches to anticipate and manage green change (esp. for SMEs)
 - Greening strategies across value-chains



Thank you for your attention!

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